

General Fund**County Treasurer****Mission/Summary/
Capital Projects****Mission**

The mission of the County Treasurer is to collect real estate taxes, provide citizens and local municipalities with accurate information.

Financial Summary

	2003 Actual	2004 Adopted Budget	2004 Estimate	2005 Budget	Change from 2004 Adopted Budget	
					\$	%
General Fund						
Personnel Costs	\$273,518	\$337,329	\$334,917	\$349,594	\$12,265	3.6%
Operating Expenses	\$152,224	\$206,770	\$205,434	\$228,247	\$21,477	10.4%
Interdept. Charges	\$94,618	\$105,542	\$104,419	\$110,100	\$4,558	4.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$520,360	\$649,641	\$644,770	\$687,941	\$38,300	5.9%
Fine/Licenses	\$182,369	\$0	\$67,000	\$75,000	\$75,000	N/A
Charges for Services	\$91,988	\$72,739	\$100,962	\$95,984	\$23,245	32.0%
Interdepartmental	\$0	\$21,260	\$20,200	\$21,315	\$55	0.3%
Other Revenue (a)	\$6,983,052	\$6,993,800	\$6,775,633	\$7,143,800	\$150,000	2.1%
Total Revenues	\$7,257,409	\$7,087,799	\$6,963,795	\$7,336,099	\$248,300	3.5%
Tax Levy (b)	(\$6,737,049)	(\$6,438,158)	(\$6,319,025)	(\$6,648,158)	(\$210,000)	-3.3%

Position Summary (FTE)

Regular Positions	6.00	6.00	6.00	6.00	0.00
Extra Help	0.02	0.08	0.08	0.08	0.00
Overtime	0.01	0.03	0.04	0.04	0.01
Total	6.03	6.11	6.12	6.12	0.01

(a) The Actual Investment Income revenues reported here do not include the year-end write-down of the investments to market value for budget comparative purposes.

(b) The Tax Levy credit amount, which is revenues in excess of expenditures, is used to reduce tax levy funding for other general governmental operations.

Current & Proposed Capital Projects

Proj. #	Project Name	Expected Completion Year	Total Project Cost	Est. % Complete End of 04	Estimated Operating Impact	A=Annual T= One- Time
200205	Tax Records Replacement (a)	2005	\$900,000	70%	\$21,424	A
200414	Countywide Cashiering (b)	2006	\$545,000	10%	TBD	A

(a) Project is coordinated by Department of Administration. The annual ongoing costs include software and licensing costs which are to be split evenly between the Register of Deed's Office (\$11,000) and Treasurer's Office (\$11,000) beginning in 2006.

(b) Project is coordinated by the Department of Administration, estimated operating impact to be determined in 2005 closer to project implementation date.

Department Wide Strategic Directives/Objectives**Manage Resources With Fiscal Prudence**

1. Special assess uncollected 2003 agricultural-use penalties onto 2005 tax bills (**Tax Collection** – Strategic Plan Goal 6.1) (4th quarter 2005).

Provide Comprehensive Customer Service

1. Work with Information Systems to integrate GIS map access to County-Owned Properties For Sale List on the Treasurer's website (**Tax Collection** –Strategic Plan Critical Issue #5) (1st quarter 2005).
2. Implement computer hardware so as to be able to fulfill open records requests for tax information, such as outstanding delinquencies, in CD-Rom format (**Administration** –Strategic Plan Goal 4.2) (2nd quarter 2005).

Innovate and Seek Continuous Quality Improvement

1. Implement new system for tax listing, billing and collection (**Tax Collection** – Strategic Plan Critical Issue #1) (3rd quarter 2005).
2. Along with other county departments, work with Information Systems to identify a countywide cashier solution (**Administration** - Strategic Plan Critical Issue #3) (4th quarter 2005).
3. Work with mortgage companies to obtain and provide tax payment information electronically, eliminating manual entry (**Tax Collection** - Strategic Plan Goal 4.3) (3rd Quarter 2005).
4. Research options for cost-effective and efficient operational solutions, as identified by outside consultant, and implement as appropriate with the new tax system (**Tax Collection** - Strategic Plan Critical Issue #4)(2nd quarter 2005).
5. Research with the purchasing division a digital copier/high speed printer and equipment to produce self-sealing mailers for receipts, postponed reminders and tax statements in order to better automate and reduce third-party vendor costs (**Tax Collection** –Strategic Plan Goal 4.1) (3rd quarter 2005, 2004).

Retain and Develop a High Quality Workforce

1. Document new payment collection procedures and make revisions to reflect capability of the new tax system to automate and streamline operations (**Tax Collection** –Strategic Plan Goal 2.1)(2nd quarter 2005).
2. Ensure staff is well trained on the new tax collection system, as well as relevant areas of tax listing, tax billing, tract index and GIS mapping (**Tax Collection** –(Strategic Plan Critical Issue #2) (2nd quarter 2005).

Departmental Strategic Achievements from 7/01/03 to 6/30/04

1. In conjunction with Register of Deeds and Information Systems, identified and began implementation of a new property tax database and collection software that will provide greater efficiencies including better reporting. (Previously included in the 2003 adopted budget)
2. Promoted public awareness of the Lottery Credit & Gaming Credit through notices and website.
3. Investigated a method of providing all local treasurers a list of property taxes collected for a given year through July 31 to enable them to assist taxpayers making inquiries regarding their property.
4. Collected ag-use conversion penalties, as identified by municipal assessors, remitting 50% back to municipalities, in accordance with state law. These properties received special property tax treatment based on their specific agricultural use. A penalty is invoked if the property is not maintained under the prescribed agricultural use.

Administrative Services**Program Description**

The Administrative Services division is responsible for coordinating and providing efficient administrative/clerical support. The office collects and receipts departmental monies for the County and disburses all checks.

**Performance Measures**

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Number of working days to respond to correspondence	1	1	1	1	0

Staffing (FTE)	4.70	4.60	4.60	4.60	0.00
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Personnel Costs	\$212,003	\$256,439	\$254,527	\$265,072	\$8,633
Operating Expenses	\$16,602	\$59,620	\$53,925	\$54,625	(\$4,995)
Interdept. Charges	\$35,516	\$53,640	\$53,040	\$46,998	(\$6,642)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$264,121	\$369,699	\$361,492	\$366,695	(\$3,004)
Charges for Services	\$4,823	\$3,000	\$2,800	\$3,000	\$0
Interdepartmental	\$0	\$15,945	\$15,000	\$16,000	\$55
Other Revenue (a)	\$1,218	\$400	\$350	\$400	\$0
Total Revenues:	\$6,041	\$19,345	\$18,150	\$19,400	\$55
Tax Levy	\$258,080	\$350,354	\$343,342	\$347,295	(\$3,059)

(a) Restated \$35,000 in the 2004 budget to the Tax Collection program for Payments in Lieu of taxes from the Department of Natural Resources.

**Program Highlights**

Personnel costs increase due to costs to continue for existing positions. Operating expense and interdepartmental charges decrease mostly relate to postage costs that were reallocated to the Tax collection program to more closely reflect program activity.

Tax Collection

Program Description

The County Treasurer computes tax settlements for thirty-seven treasurers, the Department of Revenue, and all school districts in the County. Contractual agreements exist with twelve municipalities to collect first installment property taxes. Postponed taxes are collected for thirty-one of the thirty-seven municipalities. The office also collects delinquent taxes, as necessary, and forecloses on properties according to Wisconsin Statutes. Auctions are held to sell tax-deeded parcels as necessary.



Performance Measures

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Time to process tax payment	1 Bus. Day	1 Bus. Day	1 Bus. Day	1 Bus. Day	0.00

Staffing (FTE)

1.13

1.31

1.32

1.32

0.01

Personnel Costs	\$46,363	\$64,987	\$64,773	\$68,205	\$3,218
Operating Expenses	\$80,481	\$96,000	\$100,509	\$120,622	\$24,622
Interdept. Charges	\$32,973	\$38,106	\$37,633	\$40,414	\$2,308
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$159,817	\$199,093	\$202,915	\$229,241	\$30,148
Fine/Licenses	\$182,369	\$0	\$67,000	\$75,000	\$75,000
Charges for Services	\$87,165	\$69,739	\$98,162	\$92,984	\$23,245
Interdepartmental	\$0	\$5,315	\$5,200	\$5,315	\$0
Other Revenue (b)	\$2,402,111	\$1,843,400	\$2,405,283	\$1,893,400	\$50,000
Total Revenues	\$2,671,645	\$1,918,454	\$2,575,645	\$2,066,699	\$148,245
Tax Levy (a)	(\$2,511,828)	(\$1,719,361)	(\$2,372,730)	(\$1,837,458)	(\$118,097)

- (a) Revenues in excess of expenditures are used to reduce tax levy funding for other general governmental operations.
- (b) Restated \$35,000 in the 2004 budget from the Administration Services program for Payments in Lieu of taxes from the Department of Natural Resources.



Program Highlights

Personnel costs represent the cost to continue existing staff level and a slight increase of 0.01 FTE in budgeted overtime.

Operating expenses increase \$24,600 or 24.5% for the 2005 budget primarily due to a \$9,000 increase in reimbursement to municipalities for personal property taxes, which increases the budget to actual spending levels. Office equipment and computer supplies increase \$9,000 primarily related to the purchase of a high speed printer or digital copier to produce self sealing mailers for receipts, postponed reminders and tax statements, etc. to better automate and reduce paper vendor costs if more cost effective.

Fines and Licenses revenues increase an estimated \$75,000 due to Agricultural conversion penalties resulting from a revised 2003 state statute which requires that the County Treasurer be notified when properties are converted from agricultural use to another use such as residential or commercial.

Other Revenue increases \$50,000 due to interest of \$33,334 and penalties collected of \$16,666 on delinquent taxes.

Charges for Services revenues increase \$23,245 which includes establishing a contract with the Town of Waukesha to collect the first installment property taxes and budgeting for \$17,900 of reimbursement from the Department of Administration for Tax billing expense reimbursement.

Tax Collection (cont.)

**Activity**

Interest and penalty revenue is collected from delinquent property taxpayers. Revenues have fluctuated over the past several years, partly due to the cyclical nature of delinquent taxes and when they are paid.

**Interest and Penalty Earned on Delinquent Taxes
1997-2003 Actual**

	1997	1998	1999	2000	2001	2002	2003
Interest	\$1,316,252	\$1,154,125	\$1,041,894	\$1,017,736	\$1,098,486	\$1,222,243	\$1,468,902
Penalty	\$633,461	\$575,659	\$525,199	\$515,425	\$616,013	\$627,954	\$750,708
TOTAL	\$1,949,713	\$1,729,783	\$1,567,093	\$1,533,161	\$1,714,499	\$1,850,197	\$2,219,610

**Activity**

The Treasurer's Office will collect first installment taxes for twelve municipalities in the 2004-2005 tax year. A contractual agreement is established and fees charged to the municipality for this service. The fees assessed to municipalities offset costs associated with the process of collection such as staff time, printing costs, postage, etc. These costs are included in the contractual agreements with the municipalities utilizing the County's tax collection service.

**Property Taxes Collected
1998-2003**

Municipality	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Village of Menomonee Falls	\$43,383,789	\$43,032,455	\$46,628,359	\$48,564,635	\$51,150,156	\$52,252,695
City of Delafield	\$8,351,132	\$8,800,098	\$9,883,362	\$10,915,526	\$11,917,379	\$12,844,699
Village of Pewaukee	\$8,299,272	\$8,440,314	\$8,968,089	\$9,510,162	\$10,229,923	\$10,817,485
Village of Wales	\$2,196,642	\$2,191,240	\$2,287,037	\$2,569,103	\$2,820,149	\$3,023,809
Town of Brookfield	\$9,994,885	\$10,207,816	\$10,529,197	\$11,052,246	\$10,962,369	\$11,212,923
Village of Merton	\$1,587,074	\$1,655,332	\$1,898,843	\$2,207,457	\$2,162,483	\$2,382,455
Village of Lannon	\$1,163,430	\$1,175,954	\$1,196,344	\$1,113,153	\$1,198,618	\$1,250,130
Town of Lisbon	\$9,484,943	\$9,583,844	\$10,116,933	\$0	\$0	\$0
Village of Nashotah	\$0	\$0	\$1,853,557	\$1,931,700	\$2,068,078	\$2,226,558
Village of Dousman	\$0	\$0	\$0	\$1,389,479	\$1,590,444	\$1,792,968
Village of Lac La Belle	\$0	\$0	\$0	\$1,132,900	\$1,225,604	\$1,392,261
Village of Ocon. Lake	\$0	\$0	\$0	\$3,021,969	\$3,287,957	\$3,550,339
Town of Waukesha	\$0	\$0	\$0	\$0	\$0	\$9,673,574
TOTAL	\$84,461,167	\$85,087,053	\$93,361,721	\$93,228,330	\$98,613,160	\$112,419,896

Investments

Program Description

The County cash balances are invested using the State's Local Government Investment fund, Aaa/AAA money market funds and securities that are authorized by State Statutes and in accordance with the County's adopted investment policies by Investment firms with contracts managed by the Department of Administration. The primary investment objective is the preservation of capital in the overall portfolio, to protect investment principal, to maintain liquidity and to maximize the return on investment.

	2003 Actual	2004 Budget	2004 Estimate	2005 Budget	Budget Change
Staffing (FTE)	0.20	0.20	0.20	0.20	0.00
Personnel Costs	\$15,152	\$15,903	\$15,617	\$16,317	\$414
Operating Expenses	\$55,141	\$51,150	\$51,000	\$53,000	\$1,850
Interdept. Charges	\$26,129	\$13,796	\$13,746	\$22,688	\$8,892
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$96,422	\$80,849	\$80,363	\$92,005	\$11,156
Other Revenue	\$4,579,723	\$5,150,000	\$4,370,000	\$5,250,000	\$100,000
Total Revenues:	\$4,579,723	\$5,150,000	\$4,370,000	\$5,250,000	\$100,000
Tax Levy (a)	(\$4,483,301)	(\$5,069,151)	(\$4,289,637)	(\$5,157,995)	(\$88,844)

(a) Revenues in excess of expenditures are used to reduce tax levy funding for other general governmental operations



Program Highlights

Other Revenues is generated from investment Income allocated to the Treasurer's office on all county funds not specifically allocated to another program by county ordinance or federal law. It is estimated that the investment income will increase \$100,000 based on assumptions that the investment balances will be slightly higher and interest rates of return will increase during 2005.



Activity

Investment Income increased from 1997 to 1998. In late 1998, rate reductions occurred. Investment income results improved significantly with increasing rates of return in 2000. Interest rates declined to historic levels throughout 2001-2003. The fixed income portfolios were not affected by rate reductions until reinvestment of funds beginning early in 2001.

